

Approved For Release 2000/08/21 : CIA-RDP78-06367A000100280027-1
UNITED STATES GOVERNMENT

Memorandum

TO : C/PPS/TR

DATE: 3 April 1964

FROM : [REDACTED]

SUBJECT: Recommended Prerequisites for Agency Personnel Attending Armed Forces Staff College

I. Background

1. The Armed Forces Staff College (AFSC) might be considered the Junior College of the Armed Forces advanced educational system. Each class is fairly evenly divided between the Army, Air Force, and Navy including Marine Corps. The Army requires its students to be graduates of the Staff and Command School at Ft. Leavenworth prior to their attendance at AFSC. The Navy and Air Force has no such prerequisite, and in most cases, officers from these Services are receiving their first formal instruction since their original commissioning. The officers attending AFSC are in the grade range of Major and Lt. Col. Few, if any of the officers, have had staff duty in their own Services.
2. An OTR designee attending the AFSC is probably basically better equipped to represent the Agency than non-OTR personnel. I say this because the course at the Staff College is to a large extent a do-it-yourself course. Although guest lecturers, live problems and demonstrations are used in the course, there are very few lectures presented by the faculty. The material presented in seminar sessions, which takes up about 60 per cent of the course, is presented first as a lecture by a student followed by a seminar discussion lead by the same student. In addition to his teaching experience, the OTR designee usually has a much broader knowledge of the Agency and its operations than the non-OTR designee.
3. The Clandestine Services designee is probably the next best equipped person to attend the College because of his operational background, and in many cases, liaison with the military service in the Field.

II. Recommended Prerequisites for Selection

1. I would strongly recommend that any Agency candidate selected for the AFSC have had military service, preferably as an officer, or be well qualified in the paramilitary field.

| | | | | | |
|------------|--|----------|----------|-----------|--------|
| DOC | 19 | REV DATE | 25/01/72 | BY | n18995 |
| ORIG COMP | 5 | OPI | 11 | TYPE | 01 |
| ORIG CLASS | 5 | PAGES | 3 | REV CLASS | U |
| JUST | Approved For Release 2000/08/21 : CIA-RDP78-06367A000100280027-1 | | | | |

- 2 -

2. I would also recommend that personnel selected have an active interest in the current and future activities of the three military services.

3. In the selection of personnel to attend a senior war college, due consideration should be given to this person's attitude towards violence and military service. It is inconceivable to me that an Agency employee would have an attitude which is not compatible with Agency operations; however, this is a possibility, particularly among non-operational personnel. At least one non-Agency civilian student in my class was obviously against any type of overt or covert action which would involve blood shed. Needless to say, this student lost the respect of the professional fighting man who dominated the student body.

III. Recommended Prerequisites for Attendance at the AFSC

1. Although I take no issue with the establishment of the CSR or Intelligence Review Courses as a prerequisite for attendance at the College, I doubt that I, personally, would have found these courses too helpful. I say this because my classmates from the military services appeared to have little knowledge of the government in general and the Agency in particular. Most of the questions concerning the Agency were based on the current headlines, past adverse publicity of the Agency or comments about the Agency made by guest speakers. I do recommend that personnel unfamiliar with the Clandestine Service be given some type of operational orientation.

2. I found that both the faculty and students at the Staff College considered the CIA representatives experts in Counterinsurgency. As long as the emphasis on Counterinsurgency continues, I feel that Agency representatives at any of the war colleges will be placed in this same position. Therefore, I strongly recommend that every Agency representative attending the war college have a foundation in Counterinsurgency.

3. The Agency representative to a senior war college should be familiar with the country team concept and CIA's role in the country team. At the AFSC we had a one-week problem on Counterinsurgency, and the seminars were organized into country teams. As the CIA man in my seminar, I was appointed Mr. Ambassador for the week and, under the previously mentioned do-it-yourself concept, I was in charge of running the problem.

4. Oddly enough, many of the questions directed at me informally by the students concerned the administration and personnel policies that pertain to a civilian government employee. They showed a keen interest in comparing duties with pay scale between the military

- 3 -

and the civilian in government. There were also many questions concerning fringe benefits for the civilian government employee and concerning retirement requirements and benefits. I would recommend briefings in this area for students unfamiliar with these subjects.

IV. General

1. One bit of advice that I would recommend passing on to any person selected to attend a senior war college concerns the writing of the required thesis or staff study. I would strongly advise that people write a staff study or thesis on a military subject rather than on an intelligence services subject or one related thereto. This will not only benefit their military education, but it appears to enhance the student's stature in the eyes of their fellow military students.

 25X1A9a